EXECUTIVE ADVISORY / OPERATIONS / TRANSFORMATION

Advisory and Engagement for CEOs and Enterprises

A clear mandate. Defined accountability.

Operations leadership, transformation and advisory for CEOs, business owners and companies.

> *The starting point is the problem the business needs to solve, before selecting a service.*

ENTERPRISE TRANSFORMATION / COO / EXECUTIVE ADVISORY

01 / GOVERNANCE AND COSTS

When every decision returns to the CEO.

Reducing day-to-day dependence on the CEO, realigning accountability and addressing the costs generated by complexity.

SIGNALS

Decisions and approvals escalate to the top; roles overlap; second-line managers have limited autonomy; rework, delays and costs are difficult to attribute.

INTERVENTION

I map decision-making and operating flows, clarify roles and authority, identify costs arising from duplication and rework, and realign processes and accountability.

OBJECTIVE

More decisions at the right level, fewer escalations and structural costs, and greater continuity and control over performance.

TYPICAL LEVERS

Decision rights · Cost-to-serve · Process ownership · Capacity allocation · Performance management

> *A cost does not always arise from a spending decision. It can result from the way the business is organized.*

02 / REVENUE, MARGINS AND GROWTH

Revenue growth is not enough. What matters is the value retained.

Growth can increase complexity faster than margins.

SIGNALS

Orders and revenue grow without a corresponding improvement in net realized revenue; commercial exceptions, disputes, delays and non-standard services absorb capacity.

INTERVENTION

I review the quote-to-cash process with Sales, Operations and Finance, examining revenue leakage, cost-to-serve, customer profitability and rules for exceptions.

OBJECTIVE

Stronger governance of realized value, contribution margins, operating capacity and sustainable growth.

POSSIBLE MEASURES

Customer and service margins · Net revenue · Cost-to-serve · Credit notes · Invoicing and collection cycle times

The levers described are potential approaches to an engagement. They neither promise specific economic outcomes nor represent additional historical client cases.

03 / EXECUTION AND TRANSITIONS

From priorities to difficult decisions.

Transformation stalls when priorities, accountability and decision-making authority do not work as a system.

EXECUTION AND INTEGRATION

I select priorities, map dependencies, assign accountability and verification criteria, and realign structure and coordination in growing or multi-company organizations.

TRANSITIONS AND DISCONTINUITY

I support CEOs and leadership teams through reorganizations, integration, leadership transitions and situations requiring renewed coordination across management.

COMPLEX DECISIONS AND NEGOTIATIONS

I organize facts, scenarios and alternatives, and coordinate the management response to organizational, contractual and industrial-relations matters with the relevant qualified professionals.

PROFESSIONAL BOUNDARY

Activities legally reserved to licensed professionals remain exclusively within their remit. The proposed engagement concerns management, organization and executive implementation.

04 / ENGAGEMENT MODELS

Start with the problem. Define the mandate.

No standard package: objectives, scope, accountability, timing and verification criteria are agreed before the engagement begins.

EXECUTIVE ASSESSMENT

A targeted diagnosis of critical issues, causes and priority decisions.

EXECUTIVE ADVISORY

An independent perspective for CEOs and leadership teams on decisions and implementation.

FRACTIONAL COO

Ongoing operational leadership with defined accountability and time commitment.

INTERIM & TRANSFORMATION MANAGEMENT

Leadership of reorganizations, challenged programs or transitions.

Selected experience. €9M in value recovered at Altran; €500K in operational value recovered at RSA Group Italia; governance responsibility for an €80M portfolio at Gruppo Banca Mediolanum. These figures relate to distinct mandates and do not promise future results.

PROFESSIONAL CONTACTS

+39 353 410 3092
andrea@andreascottiadvisory.com
linkedin.com/in/andreascotti-advisory
andreascottiadvisory.com